Pilot Program Briefings

- Army
- Navy
- Air Force
- DISA

Army

- **Army Pilot: TC-AIMS II** ACAT 1AM
  - Joint program (recom 6)
  - 18 month incremental acquisition cycle (recoms 1,3)
  - Utilized info portal, reporting in AIM: Smartcharts, MAPR, MAR, CIO self-assess (recom 4), DAES (suspended for RIT)
  - Demonstrated ability to develop & field, documented by Blk 1 MS C approval, 4 Nov 02 (recom 12)
    - Effective PEO/PMO and Software Development Contractor at CMM Level 3
    - Proven low risk program should result in reduced oversight, reliance on program insight
  - Demonstrated response capability by supporting OIF requirements
  - Utilize IPT process
  - Used PEO enterprise wide BPA for PMO support services, on-line mart (recom 14)

Army (continued)

- **RIT Experience**
  - Posted documents for community review in PM CoP (recom 16)
  - Process can be impacted with strong direction from leadership and accountability (Blk 2 TEMP)
  - Oversight process remains substantially the same due to "gatekeeper" processes and human factors
  - PMO experienced minimal quantifiable savings from RIT

- **Initiatives/Recommendations**
  - Virtual ASARC
  - Army Collaborative Environment
  - Increase focus on Army staffs and "gatekeepers", reduce focus on PMO (recom 7)
  - RIT goals and objectives are worthy; must be pushed Department wide
  - Requirements process ICD/CDD every 2 years impacts 18 month Blk turnaround

Department of the Navy RIT Pilot Program

- **Overview of Pilot**
  - Program Name: Naval tactical Command Support System (NTCSS)
  - Virtual Oversight
  - Selected five RIT recommendations for use in the Pilot:
    - Establish 18 month cycle
    - Doc X
    - Risk-Balanced Oversight
    - Standardized oversight requirements
    - Oversight info via Portal
- **Top Level Observations**
  - Initially organizing, training, and developing strategy for use of recommendations added time and effort in the program office and oversight offices
  - Culture change for program office and oversight community was not as difficult as expected, however it has been difficult to maintain outside the program office
  - Use of the portal and the “virtual review” has saved significant time in Milestone Decision Authority oversight and in program office efforts to provide “insight”

Department of the Navy RIT Pilot Program (Continued)

- **Top Level Observations (continued)**
  - Significant collaboration among participants was required
  - Substantive activities/processes accomplished (particularly those mandated by Statute) need to be fully documented within the portal to provide for continuity when changes in personnel occur or audit entities need a “paper trail”
  - The information Portal is an absolute necessity to make “virtual oversight” work
  - Risk-balanced oversight (based upon the maturity/stability of the requirement, the program office, the risk assessment and mitigation techniques, and technology being used) should be used to determine the potential for “Virtual Reviews/Oversight” (the ultimate goal)
  - Oversight staffs and functional domain owners/sponsors need to reengineer their business processes and identify “insight” information sets
  - DON/NTCSS will continue to use appropriate RIT recommendations, will maintain the “virtual oversight” methodology
  - DON will attempt to use the “virtual oversight” methodology in other programs and will promote/support its use by the OSD (NII) staff.

Department of the Navy RIT Pilot Program (Continued)

- **Benefits of the RIT Pilot in the Department of the Navy:**
  - Relaxing of the "rules" enabled process/culture change within organizations
  - OSD RIT Sponsorship promoted tailoring of the application of acquisition policy, procedures and oversight for NTCSS' specific needs
  - Use of the portal created accessible, accurate program management and oversight information
  - Initiation of the "virtual oversight" concept promoted adoption of risk balanced assessments by oversight organizations and management by the Program Office
  - "Virtual Oversight" and use of the portal saved work-hours in both the Program Office and the MDA staff office
  - "Virtual Oversight" and use of the portal allowed the program office to focus on programmatic issues rather than reporting processes
- **Recommendations**
  - Policy - Issue OSD policy that encourages use of Risked-Balanced Oversight, Doc X, and Portal Concepts
  - General – Continue exploration of streamlining techniques from RIT Pilot

Air Force
USTRANSCOMS's Global Transportation Network 21

- **Description:** Will integrate transportation information that supports the USTRANCOM Commander's Command and Control (C^2) mission requirement for planning, directing, and controlling operations of assigned forces pursuant to global transportation management. GTN 21 is the Transportation Domain for the Global Combat Support System (GCSS) Family of Systems.
- **Lessons Learned:**
  - Use of the Evolutionary Acquisition Decision Review (EADR)
  - Streamlined CCA confirmation; suggest the same for C4ISP
  - Posted docs in AIM and reported status in SMART
  - Access to OSD SMEs
- **Mini-Assessment Best Practices:** COTS mgt., SPO/customer /contractor teaming/training, clear MoEs, CTF, current Govt est., Enterprise Config. Mgt., Vendor Spt, Data structures.

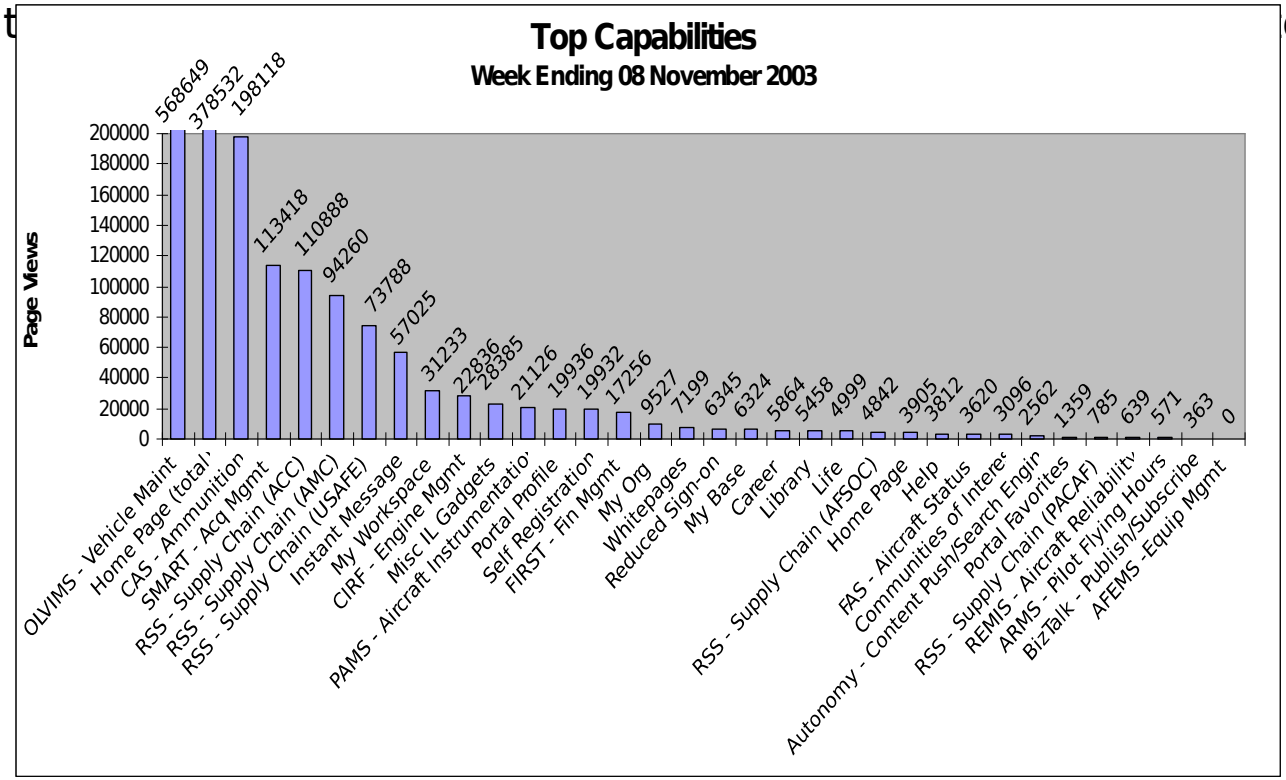
Air Force
Financial Information Resource System (FIRST)

- **Description:** Provide AF users with an integrated & modern financial management system
- **Lessons Learned:** Streamlining C4ISP Process
  - DoD & AF had different perspectives
  - SPO engaged with SAF/AQ in crafting C4ISP guide/AFIs
  - AF/XIW eliminating duplicative certification requirements/documents
  - RIT Process instrumental in changing C4ISP deployment requirement
  - Draft C4ISP document (vice APPROVED C4ISP) and initial AFCA review is all that is required to deploy
- **Mini-Assessment Best Practices:** Streamlined Award Fee process, IPT pricing approach, risk mgt tools, CTF charter, RTO selection process, quality metrics.

Air Force

Global Combat Support System – Air Force

Program Description: Will provide a secure flow of timely, accurate and trusted combat support information, with the appropriate level of security, to any authorized process or user. GCSS-AF is not just any ordinary combat support system for a specific user base. It is the software and computing infrastructure to receive modernized, net-centric, web-based systems that will finally enable the AF to rationalize its existing infrastructure, deliver the Combatant Commanders Asset Visibility requirements, and integrate the combat support information for the warfighter. It ors

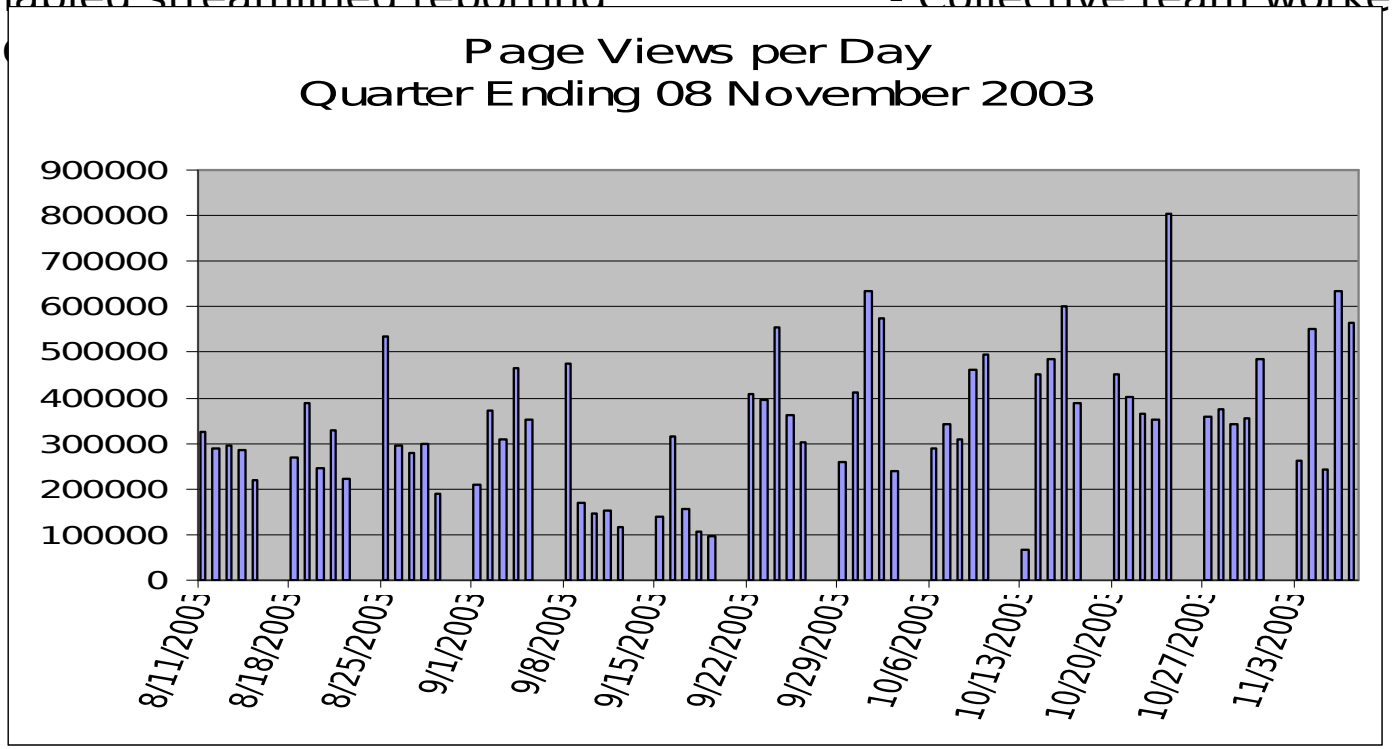


Air Force

Global Combat Support System – Air Force

Lessons Learned:

- Enabled real spiral development & testing
- Effectively deployed net-centric tech obsession
- Focus on capabilities & velocity
- SMART enabled streamlined reporting
- Greater c
- More than 100 releases in FY03
- Ended tyranny of paper
- Enabled production in 02 vice 04
- Collective team worked together



Air Force
Stock Control System

- **Description:** Largest AIS in the Air Force supply chain. Operational mission is to automate the management of wholesale supply functions at USAF and USMC inventory control points.

- **Lessons Learned:**
  - Increased PEO oversight enhanced working relationship
  - Improved both SPO & PEO project knowledge & understanding
  - Adoption of standardized & disciplined Risk Management processes mitigated risks that otherwise would have degraded project's cost & schedule
  - Use of spiral development decreased time to field by 20-40%
  - Used QSM to track progress

Air Force
Integrated Logistics System – Supply (ILS-S)

- **Description: Provides direct supply support to fixed main bases, bare bases, and deployed locations as well as support the customer by focusing on all processes that are necessary to satisfy customer requirements. The RIT pilot was the Visible Inventory Position project, which provides a real-time Air Force-wide interactive display of Retail Inventory Position data by NSN in a summarized and detailed view.**

- **Lessons Learned:**
  - ***Document X* was difficult to define and take full advantage of, but offers potential for streamlining documentation.**
  - **Early insight into risks during combined DT/OT determines extent of Operational Test & Evaluation.**
  - **Evolutionary acquisition of IT projects, especially long-term, recognizes pace of change and enables frequent program assessments and early adjustments through EADRs vice traditional DoD 5000 acquisition approach.**
  - **Artifact sharing using AIM was centralized and efficient, but coordination and e-approval needs work across DoD.**

Air Force
Integrated Maintenance Data Systems (IMDS)

- **Description:** Integrate existing legacy systems supporting USAF weapon systems, support equipment, and communications maintenance functions into a single, open architecture, modern, decision support system supporting nearly 130,000 maintenance personnel. The RIT pilot is Precision Equipment Measurement Laboratory (PMEL) Automated Maintenance System (PAMS).
- **Lessons Learned:**
  - Metrics for proper skill sets of major importance
  - Tech risk assessment *integrated* into cost/schedule
  - Risk identification refreshed throughout project
  - Exit criteria understood and agreed to by all stakeholders
  - Strong Configuration Management

DISA
GCCS (CC/JTF)

The GCSS (CC/JTF) PMO accomplished the following objectives while participating in the DISA RIT Pilot Initiative:

- **Apply a streamlined acquisition process based on RIT recommendations to focus resources on rapidly delivering capability to the warfighter.**
  - Restructuring program documentation to avoid redundant input reduced document development time, as well as review time.
  - Continuous collaboration with the user combined with a common understanding of the end state.
- **Shorten acquisition process to align with the information technology lifecycle**.
  - Conducting concurrent reviews during document development is key.
- **Implement appropriate acquisition and development processes for web-based, network-centric implementation.**
  - Incorporated Government Integration Validation early in testing process to reduce risk.
  - Pilot Services to rapidly bring capabilities to the users.

DISA
GCCS (CC/JTF)

- **Apply evolutionary acquisition/spiral development approach to developing and fielding improved capabilities based on risk, complexity, and product maturity versus a fixed schedule including appropriate metrics to measure progress.**
  - Implementing a comprehensive Risk Management Strategy was instrumental to maintaining control of the development and fielding of capability increments.
  - Conducting a SA-CMM Assessment is an efficient method for evaluating the status of a program and identify improvement opportunities.
  - Quarterly metrics reports are an effective program management tool.
- **C4ISP**
  - Intent is good; burdensome process
  - Length of reviews does not correspond to streamline acquisition